PERSONNEL MANAGEMENT IN TRANSPORT

Prepared By

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LECTURER IN:

AAST & MT

بسم الله الرحمن الرحيم

"وما توفيقي إلا بالله عليه توكلت وإليه أنيب"

صدق الله العظيم

سورة: هود ،الآية ٨٧

COURSE OUTLINE
BACHELOR OF MARITIME TRANSPORT

- **Course:** TL211 Personnel Management In Transport.
- **Credit Hours:** 3 Hrs/Week
- **Course Duration:** 16 Weeks.

1-Text Books & Readings:

1. G.A. Cole (1993), *Personnel Management Theory & Practice* DP Publications Ltd.
2. Al Nagar Nabil & Ragab Medat (1992) *Personnel Management & Humman Relations*, Al-Arabia Publication Ltd. Cairo.
3. Werther, William B. & Davis K., *Personnel Management & Humman Resources* (1985).
4. H. T. Graham, *Humman Resources Management*, London, Macdonald, 74.
5. D. H. Morbey, *Personnel Management In Shipping*, London, prgman, (1968).
6. IMO, (1992), *Humman Resources Management Course + Compendium*, London: IMO.
7. IMO (1991), *Humman Relationships Course + Compendium*, London: IMO Model Course 1.21.
8. David Holding, Partica Hoding, Robert Wileman (1992), *Managing People In Road Transport*, Groner publication Ltd.

2-Course Objectives:

Those successfully completing the course will acquire:-

1. A batter understanding and knowledge f modern management of transport and logistics personnel.

2. A greater awareness of the fundamental importance of the management of relationship within a transport organisations, (*i.e.*) (*Sea transport, road transport, rail transport, air transport, waterway transport*).

3- Teaching Philosophy:

1 Lectures 2. Discussions 3. Case studies

4. Research papers 5. Team work

4- Periodicals:

- Fairplay.
- Containerization international.
- Lloyd's shipping managers.
- SEA trade.
- Shipping policy & Management.

5- Grading Policy:

7 *th*. Week exam	30%.
12 *th* week exam	20%.
Class work	10%.
Final exam	40%.
	100%

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Week *Subjects* *Page no.*

COURSE CONTENTS

Week	*Subjects*
1-	Course Introduction
2-	Organisation of personal department in transport industry
3-	General aspects of human relationships
4+5	Human relationship in transport society
6-	Communication in transport industry
7-	7 *th* week exam
8+9	Social work environment in transport modes
10-	Training in transport industry
11-	Recruitment in transport modes
12-	12 *th* week exam
13-	Service schedule & crew change
14-	Welfare
15-	The role of ITF, IMO, ILO
16-	Final exam



INTRODUCTION

WHY PERSONNEL MANAGEMENT IS IMPORTANT IN TRANSPORT INDUSTRY?

INTRODUCTION

WHY PERSONNEL MANAGEMENT IS IMPORTANT IN TRANSPORT INDUSTRY?

Efficient and effective management is essential to the commercial success of any business enterprise.

In case of road & air transport, however, be it goods or passenger, it is crucial to the very existence of understanding because and operator's licence cannot be held if proper management arrangement do not exist.

It is a prerequisite to the holding of a standard operator's licence that there is a professionally competent transport manager, who's responsibility is to ensure that all the statury requirements concerning the operation of the vehicle's are complied with. If the person fails the licence may be revoked.

Pilots also have a responsibility to manage their time properly o\if hors regulation are to be observed, while engineers and fitters must ensure that vehicles are kept in first-class condition.

A stable, committed and contented workforce is more likely to achieve these things than disconnected staff who come and go, for this reason it is vital for employees to organise their recruitment, promotion and training to ensure that the right person is in the job and stays in it. Similarly, conflict sometimes arises over conditions service and changes in the way a job is done.

Personnel management in transport industry aims to be a guide to the art of developing and maintaining good working relationships in different modes of transport.

Part of the explanation is the nature of the industry. In no other activity do most employees spend most of their time away from the administrative center, which had major implications for management control and communication between staff.

It is doubtful if any other industry common features not just unsocial hours of work but often hours that fluctuate daily.

Furthermore, despite the development of technology, ver larger vehicles and neductions in manning, road transport remains a labour-intensive industry. Typically over 50% of the total costs go to pay for staff (compare, for example with sea transport who's their ship owners discovers that and order for modern technology ships, where they can reduce the number of staff, and consequently reduce a large portion of their operating costs.

What is more, the structure of most transport businesses resembles a very flat pyramid, the number of manual staff, particularly crew, is high in proportion to supervisors and managers.

Last transport is almost unique in that it is the pilot and possibly the supervisor, with whom the customer often has most contact. It is therefore vital in competitive times that these people deliver the quality of product and service that the customer seeks.

A further worrying point Is staff turnover, i.e. the rate at which employees leave their companies. A great example is seafarers personnel. In some parts of the industry it is taken for granted that turnover rates as high as 100% exist, i.e. the average length of employment (*particularly among drivers of road transport*) is a year of less. Whatever the reasons for it is clear that some companies are not succeeding in offering an employment package that will encourage staff to stay, become loyal and offer the consistent quality service the company seeks.

WHY PERSONNEL MANAGEMENT IS IMPORTANT IN MERCHANT SHIPS?

Ship is an "*Isolated Moving Island*", It is a small "*Continent*", it is a "*Man Community*" and it is a "*Discipline Oriented Place*".

Relations in such a community are fragile and tactful. Seamen are easily frustrated, the are critic in nature. They criticize management, they have a tendency to indiscipline rifle. And the turnover of labour is too high among them.

On the other hand, Shipmasters and Officers are subjected to pressures of managing agents, trade unions, situations, machines, and seamen. It is a big responsibility. It needs management skills development.

The situation needs, self understanding, self development, subordinates understanding and knowing how to help them develop.

Crew Members are Human Beings", coming from different sources, with different cultures, different habits, different ways of thinking, different attitudes and different personalities. Each, has the world of his own, and each is so such different like a finger print. A peculiar character, that does differ than any body else, even his twin brother, if any. Therefore, "Generalization is not accepted, and comparison is never fair.

Organisatuions-key issues

Environment

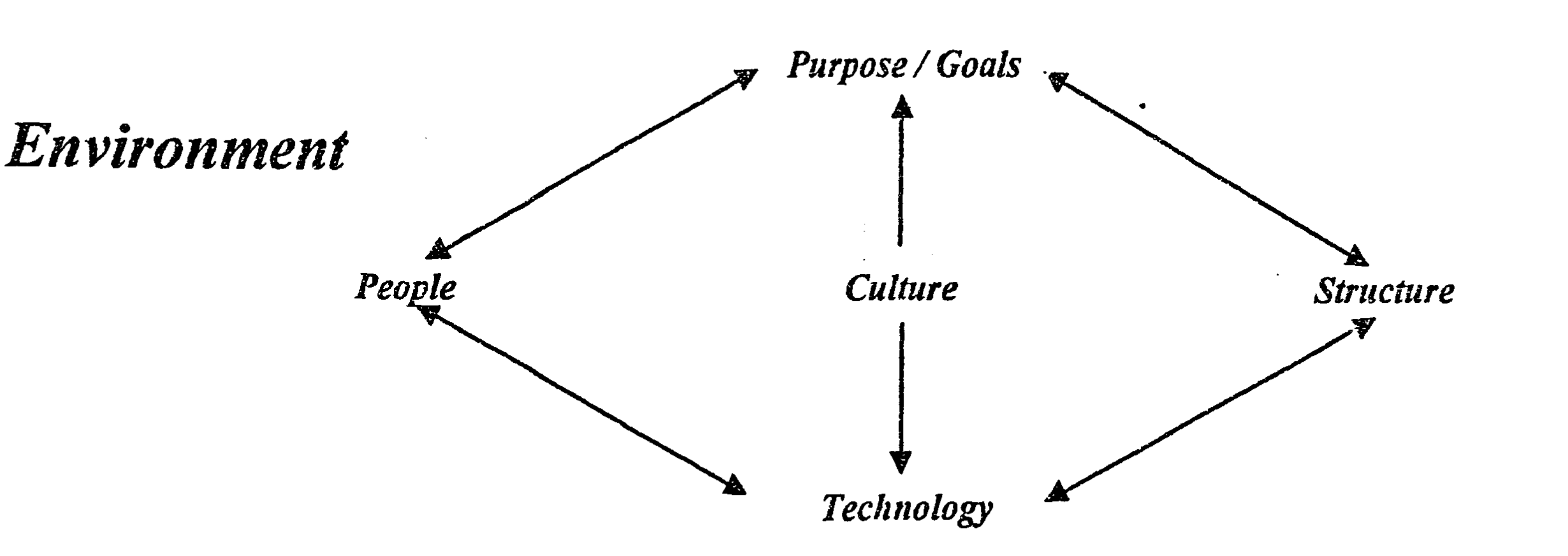


Figure (1): *Key interaction in organisations*

Strategic	Advisory	Operational
∢ Policy-making. ∢ Devising personnel strategies. ∢ Contributing to the organisation's Corporate plan.	∢ Manpower planning. ∢ Industrial relations. ∢ Training. ∢ Management development. ∢ Organisation development.	∢ Recruitment. ∢ Selection procedures. ∢ Job analysis. ∢ Payments system. ∢ Administration of grievance and Disciplinary procedures. ∢ Communicating conditions of service. ∢ Personnel records.
Directive/creative activities.	Advisory/consultancy activities.	Servicing/operational activities

Figure (1.3): *Major categories of personnel activity*



Chapter One:

ORGANISATION OF PERSONAL DEPARTMENT IN TRANSPORT INDUSTRY

Chapter I

ORGANISATION OF PERSONNEL DEPERTMENT IN TRANSPOR INDUSTRY?

The expression personnel management refers primarily to the activities of specialist staff responsible for complementing the personnel objectives of the organisation.

The head of the personnel function is essentially a specialist manager, responsible for devising and executing the organisation's polices and strategies for people.

The staff working in the personal department is usually responsible for providing advice guidance and assistance to both management and employees on matters affecting employment.

If we take an overview of the activities of personnel specialists, we can summarise them broadly under the three headings of personnel ***strategy***, personnel ***advise*** and personnel operation (Fig.) next.

The strategic aspects of personnel management are concerned with innovation and long-term planning, and may be considered as directive and creative. The advisory aspects are concerned with assisting other managers in key areas of personnel management, and call for advisory and constancy services from personnel specialists. The day to day operational and tactical aspects of personnel management give rise to a need for servicing and other operational activities on the part of personnel specialists.

All personnel departments provide help at the operational level, but the extent of personnel's involvement at the advisory and strategic levels depends on the statues of the department in the organisation.

ORGANIZATION OF A PERSONNEL DEPARTMENT

1.1 The basis of organization

From the beginnings of civilization people have tended quite naturally to desire some form of group activity, initially for protection, but eventually for work and social activities.

The group, whatever its size, consists of people interacting with each other, and people as individuals are unique human beings with their own concepts and preferences in cultural areas such as religion, politics, art, etc.

Even so, to function effectively as a group there must be common objectives and a belief in the attainment of those objectives. A group, which has evolved, or is purposely et up, can only properly operate within a framework of agreed principles and rules, and as such, can be defined as an "*organization*". An organization satisfying this definition will behave as a "*system*" with "*inputs*", "*Outputs*" and a "*function*" - the function, for the purposes of this course, is to "*manage*".

Commercial and industrial undertakings, according to their size and the nature of their business, will employ people who have a variety of skills and specialisms. Such undertakings cannot function efficiently and effectively without an organization being in place to govern and control the day-to-day operations of the business or industrial undertaking.

Organizations used in present-day commercial and industrial organizations, however, are not simple but tend to be complex because they involve people and technology.

The manner in which people will react to changing situations in their work under imposed constraints such as rules and regulations is not easy or simple to predict or analyse, and if this is coupled with advanced technology and its rate of advancement, problems can arise to which there may not be easy or quick solutions.

The principal parts making up an organization are :

- **People**

  People are unique human beings who intrinsically think, feel and react as individuals, but within an organization have to co-ordinate their actions and activities into a team application. Within an organization, people are referred to as "*Personnel*".

- **Technology**

  Technology, in one former or another, provides the means by which personnel carry out their tasks and perform work. It is continually being updated and changed, which commits the organization to ensure that personnel can use effectively the technology with which they are provided.

- **External Influences**

  No organization has a completely independent existence. Its operation must take account of external influence and, if necessary, adapt or change accordingly.

- **Framework**

  Depending on its nature and mode of operation, an organization will have a framework within which personnel will interact with each other and carry out their tasks and duties.

  When functioning, an organization should have:

- **Areas of responsibility**

  Areas of responsibility must be clearly defined and in charge of a properly qualified person.

- **Specific levels of responsibility**

  There must be levels of responsibility specified and assigned so that supervision can be properly carried out.

- **Standing orders**

  There must be written orders and rules, which provide guidance to personnel as they carry out their tasks and duties.

- **Equipment**

  There must be equipment and other appropriate material available to enable the organization to function.

The simplest form of organizational framework has the shape of a triangle, or pyramid. This is often referred to as "*line management*" or "*line organization*" because of its similarity to military organizations, where there is, usually, a single person at the top who assumes full authority and responsibility for the whose system, but who delegates certain duties, functions and responsibilities to other personnel.

Such a simple structure gives rise to what is termed a "*chain of command*", where commands, instructions and information pass through the "*chain*" to the appropriate personnel.

Figure 1.1-1 Illustrates the general form of the management

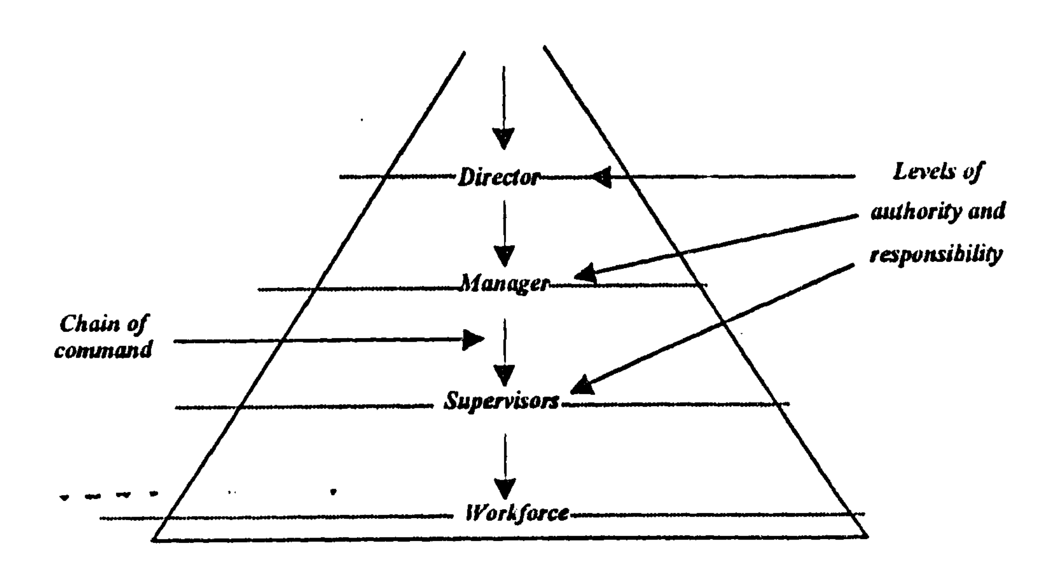


Figure (1.1-1): *Illustrates the general form of the management*

Figure 1.1-2 Show a typical line management

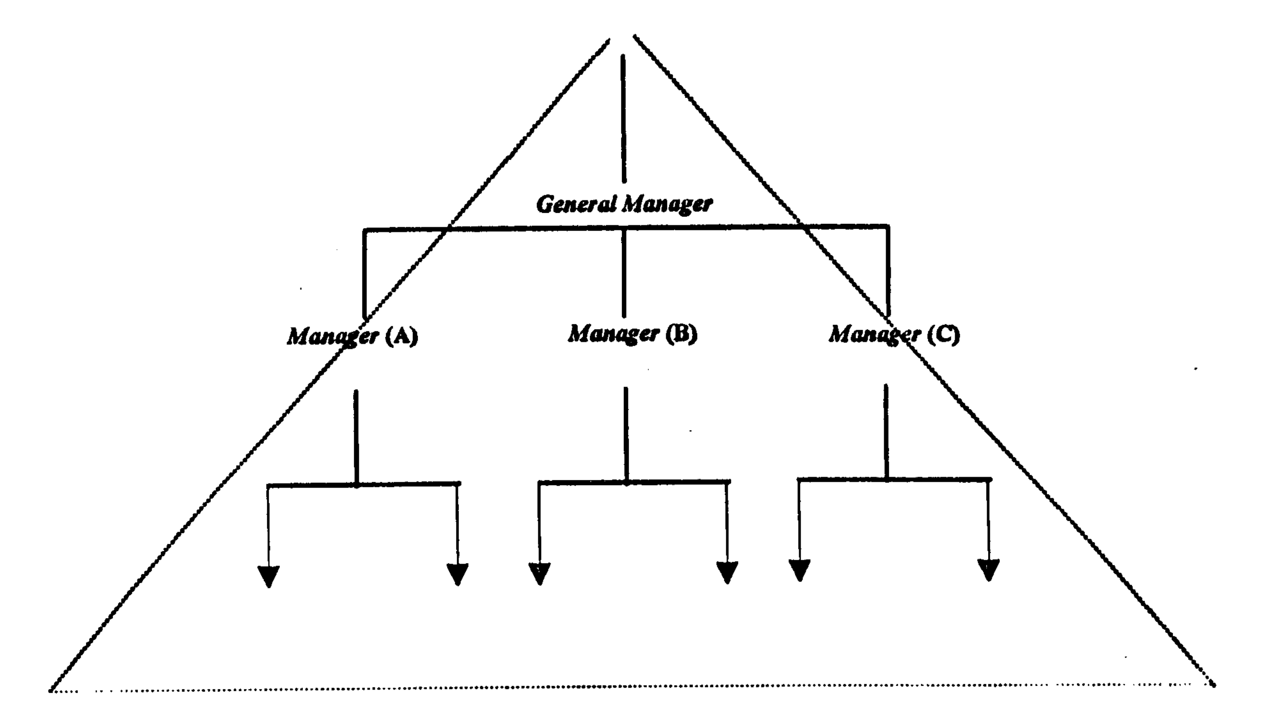


Figure (1.1-2): *Typical line management*

There may be an additional small but separate organization above the main organization which carries executive responsibility for the formation of policy and future development. This is termed a "*board*", and would normally consist of a chairman, directors and one director who charged with the day-to-day management-the "*managing*" or "*executive*" director.

A merchant ship usually has a similar simple organizational structure, with the master of the vessel having supreme authority, normally conferred by a legal act or statute. Figure 1.1-3 shows a simple line organization structure applied to a merchant ship:

Figure 1.1-3 Line organization applied to a ship

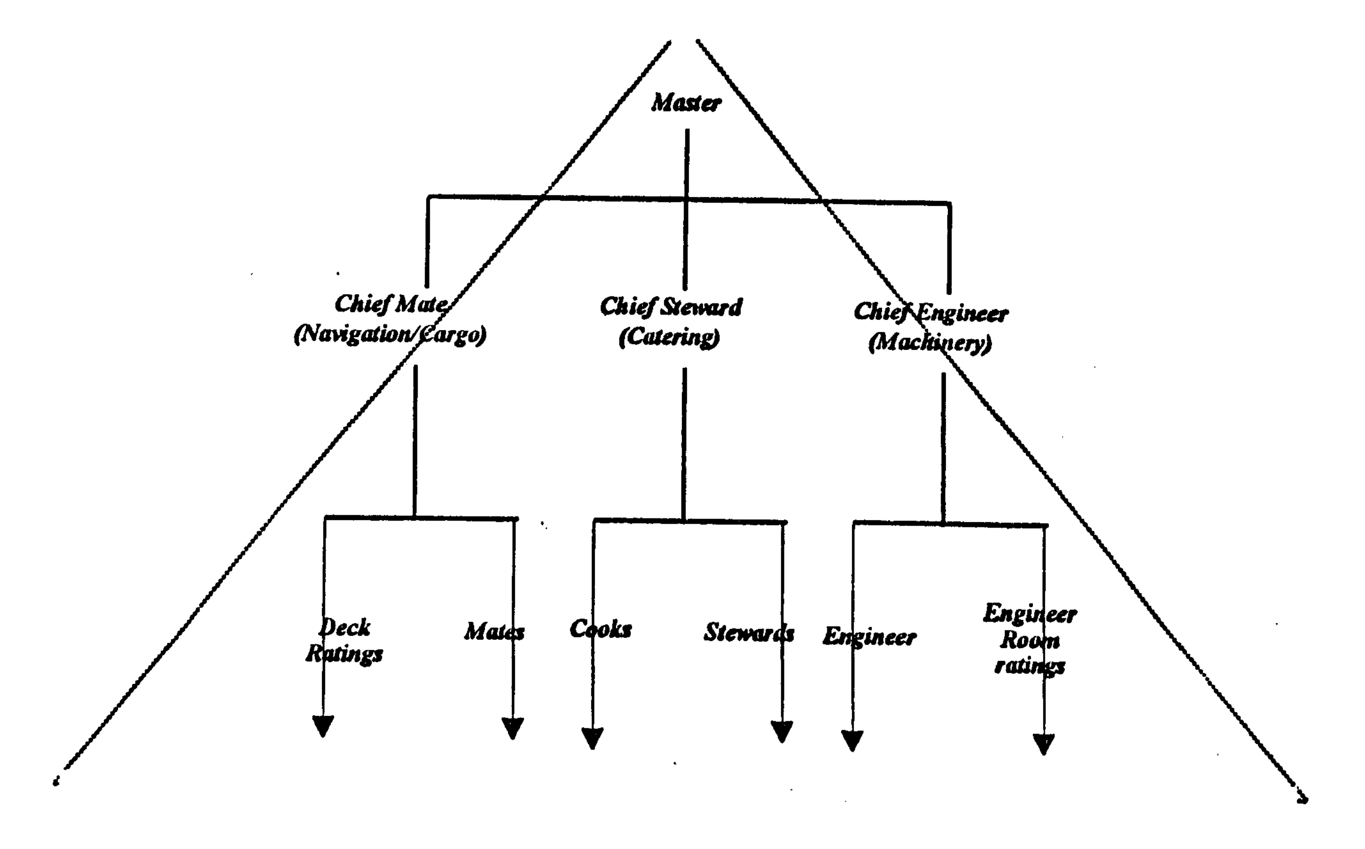


Figure (1.1-3): *Line organization applied to a ship*

The ship would probably be one of a number of ships owned and operated by a company through a controlling board.

In today's world, organizations can be complex, with individual companies being part of some other larger group. The internal structure can also have different forms that of the simple line system shown in figures 1.1-2 and 1.1-3 for example, a "*matrix*" structure requires personnel o have multiple roles and responsibilities, which can sometimes cause frustration and diminish control. However, it is often used in order to concentrate on a single project as it provides planning and ability to meet largers.

1.2 Personnel resource management in shipping

An early concept of an "***origination***" held it to be like a system or even a machine, which had, inputs and outputs and performed functions according to some pre-arranged plan-it tock little account of the people who worked in it. The principles on which such an organization was considered to function can be summarized as:

- Orders and commands should derive from a single source (sometimes referred to as "***unity of command***").
- Each section and subsection should be considered to a size, status and importance, which are related to its contribution to the organization.
- Each section and subsection should have aims and objectives, which are in keeping with those of the organization as a whole.
- The number of persons reporting to a superior should be limited to about four or five.
- Decisions which arise frequently and which always relate o the same conditions can be designated "*routine*" and becomes the responsibility of subordinates.

Such principles are sound and have the objective of making the operation of the organization efficient and effective. However, it can be argued that taking more account of people and introducing "*teamwork*" concepts can improve the organization in a number of ways-some tangible, some intangible.

The formal structure of an organization is often termed a "*hierarchy*", which to some extent defines the way in way in which "*authority*" is represented or distributed through the organization.

By the 1920s, in countries where general education and living standards had improved and were continuing to improve, the early concept of an organization began to be questioned and the simplistic idea that workers when motivated only by monetary reward and would be satisfied by repetitive taks for which little skill was required was shown by many researchers to be generally untrue and not applicable to the majority of employees.

From the 1920s onwards a human relation aspect became more important in specifying "*models*" on which the function and operation of organizations could be based, and the concept of "*human resource management*" was developed.

Over the past century, development and change have been immense and appear to proceed at an increasing rate. Such change has operated over the whole of society and has meant that not only working conditions are affected, but all aspects of life, family and social, education, health, transport and communications, which all round has meant an increasing improvement in life generally. Such changes tend to interact with and influence each often, so that it becomes difficult to attribute a change, say in, education, to one single cause; a number of factors will be contributing to the change - e.g. demands form employers as industry changes, political pressure, improvements in transport, etc. There is no doubt that education has developed and changed enormously over the past sixty years, not only in the westerns "*developed*" countries but throughout world.

Probably as living standards rose and demands for a higher quality workforce came from industry, education was seen as a means of improving lifestyle, which caused political pressure to develop and compulsory State education to become the norm. Once State education was established for people between the ages of 5 and 16, the remainder of the educational system began to develop in the form of technical schools and colleges, universities, etc., to become the all-embracing system of today's world. The development of transport has meant that people can move easily around the world and find the type of education they wish, whether it be art, literature, science, engineering, business, etc.

The origins of technology were directly related to the manner and means by which people could carry out their tasks and duties in the work-place, but increasingly during the twentieth century the impact of technology has touched every facet of people's live, not just at work, but in running the home and during social leisure activities. Technology has exerted a great influence on people's lives and also on the relationships that exist and develop between people. It was played a significant part in the way in which education, science and training have developed and has had a major role in industrial and social development.

The development of trade unions and similar employee associations was largely responsible for the improvements in working conditions that took place generally in all industries. Such improvements brought about a more harmonious working environment in which human dignity was respected.

In the work-place, technology initially reduced human effort by the introduction of power-operated machines and processes, but over the past fifty years the introduction of process control and automation has reduced human effort even further; and in the and in the recent past the introduction and development of robotics have reduced the need for human manual effort in some processes to zero.

The impact of technology in the work-place generally reduces the need for manual labour, which results in a reduction in the work-force. However, some balancing effort is introduced by a demand for highly skilled operatives in the production process and the use of skilled technicians in anciliary and support services.

On board ship, the use of control and automation and the use of ergonomic principles in the design of workstations have changed considerably the nature and scope of the tasks and duties to be carried out by the crew, and, as with industry ashore, have considerably reduced the number of crew required to operate the ship.

The personnel involved in cargo handling will very often now use sophisticated computerized systems to check and control the quantities being loaded and unloaded which provide an almost instantaneous "*read out*" on the stability of the vessel and, where necessary, a "*read out*" on the stresses being induced in the hull structure.

The aids used in navigating the ship have developed continuously over the past thirty years, and, what started in a small way, with gyro-compasses has developed continuously with automatic steering, radar, automatic radar plotting aids, position-fixing systems using radio beam, and finally the use of satellites for position fixing and communication.

In the machinery spaces, the use of more reliable engineering materials, together with the use of control engineering and automation and the development of monitoring and recording systems, has allowed the traditional twenty-four-hour watchkeeping engine-room routine to be replaced by a system of periodic surveillance of machinery and machinery spaces ("*Unattended machinery spaces*").

Because of the improved design of machinery and their associated systems and the change in duties and tasks required of staff, the engineering personnel are different from those of thirty years ago. There is less need of craft skills and a greater need of diagnostic skills linked to an appreciation of preventive maintenance. Maintenance procedures themselves have changed, and now there is very little need for the hand fitting of components and a wide range of sophisticated aids are available to the engineer. The maintenance programme itself will probably be properly planned in advance and be integrated with a computerized system providing commands, instructions and a control on spares and components.

Because of the changers that have taken place in the design of ships and machinery and in the technology involved in the whole ship system, the education and training needed for the formation of the personnel who will operate the ship have also had to be adapted and changed.

With the advent of the specialized ship, and particularly with the vary large bulk carriers, the need to operate the ship safely, with minimum effect on the environment, has also become very important; over the past twenty or so years, a number of international codes and conventions have been adopted and have entered into force through the International Maritime Organization (IMO).

The personnel operating the ship not only have to be competent to operate and maintain the high-technology sophisticated ship's systems but also to observe and the keep within the constraints and requirements of national and international codes and conventions.

Thus, the crew of a modern high-technology sophistical ship will be small in comparison with ships of thirty years ago, but will be highly trained and operate with a "*team*" concept. Of necessity there will need to be shared duties and responsibilities, which lead to crewmembers being at least "*dual purpose*" if not "*multipurpose*" in respect of their rotes aboard ship.

Many countries now educate and train ratings for general or dual-purpose duties aboard ship, i.e. on deck and in the engine-room.

Officer education and training programmes have always traditionally been divided into deck and engineering, and attempts some years ago to develop what was termed "*polyvalent*" officers were not a great success, although some countries did continue with elements of polyvalent training for many years. Because the traditional nature of the work aboard ship has changed so radically, in recent years a number of countries have introduced combined education and training programmes which will produce a dual-purpose officer who is qualified to take charge of a navigational watch or an engineering watch. Beyond that level of responsibility, training programmes will be specialized to produce navigation/cargo officers or engineering officers. A small number of countries also include command training in each of the specialized programmers, so that the master of the vessel could come from either specialization.

Important components influencing education and training programmes are the INMO international codes and conventions, particularly the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), 1978.

When making an assessment of human resources in terms of crewmembers, and particularly to determine catchment areas for recruitment, is necessary to analyse and collate information about the people serving aboard ship.

Subsection 1.2.3 of the syllabus lists a number of elements, which can provide the kind of information that is needed.

The way in which such information is made available will probably depend on the country concerned. In the United Kingdom, bodies such as the General Council of British Shipping the Merchant Navy Training Broad, the International Chamber of Shipping, the Marine Directorate of the Department of Transport and Lloyds Resister of Shipping all collect information and make annual returns in the form of reports and statistics.

The policy of personnel resource management of a shipping company will be dictated largely by the flag of register of its vessels-*i.e.* The country in which the ship is registered, and also whether the company is directly involved or whether a management agency is used.

When a vessel is put into service there will be a "*manning scale*" for the vessel for which the main deciding factors will be safety and operational considerations that depend on the type of vessel.

Some posts aboard ship will be mandatory and in accordance with national maritime legislation and the 1978 STCW Convention. The period of employment on board will depend upon the trade in which the ship is engaged, as this will govern the length of its voyages. It will also depend, to some extent, on the manner in which the members of the crew were engaged-*i.e.* directly by the company or through a management agency- and also on whether the crew is multinational or all are of one nationality.

Up until about 1960 the period of engagement aboard could be anything up to two years, or in some cases even longer. Since that time the period of engagement has progressively been reduced, mainly in an effort to keep seafarers committed to a career at sea, recognizing that seafarers are human and have family and social links outside the ship. Each company will have its own policy in respect of the period of engagement which will take account of the factors so far mentioned in addition to any local factors that might be relevant.

Each vessel will have to carry a number of properly qualified seafarers according to its type, size, propelling power, and the nature and extent of voyages in accordance with national and international maritime legislation. The company will have to ensure that each of its vessels does carry the number of seafarers required by legislation and operational considerations and will have to have in

place a system which will ensure that the necessary staff are made available when required.

Ideally, a company will have a general philosophy and policy in respect of personnel serving aboard company vessels which will endeavour to provide job satisfaction and at the same time to minimize any sense of isolation from family and social life ashore. The concept of working as a team aboard ship can be rewarding in terms of job satisfaction and builds a sense of comradeship among the personnel. Facilities must be provided to ensure that a proper and close contact is maintained with family life ashore. With appropriate periods of service and leave ashore, an atmosphere will be fostered aboard ship, which contribute, greatly to a stable environment aboard each ship and within the company.

Present-day shipping consists largely of specialized ships, containing a great deal of sophisticated equipment and making use of advanced technology. It is clearly important to have a crew who have the qualifications, training and experience to operate and maintain what is a multimillion-dollar investment in the ship and its systems. For this major important reason, human resource management in shipping should ideally have a high status within the corporate structure of the company, and should be provided with sufficient financial and other resources so that it can function effectively.

From the foregoing comments in this chapter it is seen that the new generation of ships that will be coming into commission over the next decade is going to present shipping companies with many challenges in respect of manning the ships with the right caliber of seafarer who have the proper qualifications, training and experience. This comes at a time. When many of the old traditional maritime countries have considerably reduced their flagships and as a consequence maritime training has been drastically curtailed in those countries. Many large shipping groups are examining ways and means of improving the supply of seafarers from other sources and are even sponsoring and setting up training facilities to do this.

1.3 Organization of the personnel department

Any organization can be said to be "*right*" when it meets all of the objectives set out or for it and is seen to be producing the desired outputs

The structure of the organization should be clearly defined, with a chain of command, which has appropriate levels of responsibility for each main component of its operation.

Each level in a chain command should have clearly defined and resolved areas of responsibility with the authority to make decisions within certain clearly defined limits.

An aim should be to minimize the number of levels of responsibility as far as is practicable, in order to obtain fast decision-making and speedy communication

The person in control will have an appropriate job little consistent with his function, possibly "*Personnel Manager (Sea staff)*" to distinguish the post from "*Personnel Manager (Shore staff)*" The supreme authority would possibly be a Personnel Director, who would report directly to the management board

Within the organization structure, the following basic principles should apply

- Minimum number of levels of responsibility consistent with efficient operation
- Use the concept of teamwork.
- Authority to make decisi???ts within clearly defined limits
- Clearly defined responsibilities and accountability

The levels of responsibility should be sufficient in number and of adequate breadth in the personnel department of a shipping company to deal with

- **Recruitment**

  And this would cover new untrained entrants as well as trained seafarers seeking employment.

- **Manning**

  To ensure that all vessels are properly manned in accordance with mandatory/national and international requirements as well as operational requirements.

- **Training**

  This would ensure that training schemes and facilities are available for

  - New entrants.
  - Upgrading serving staff.
  - Specialist short course such as fire fighting, first aid, etc.

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  This would ensure that training schemes and facilities are available for

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- **General administrative matters, to cover:**

  - Finance.
  - Annual leave.
  - Special leave.
  - Illness.
  - Family/social welfare

When a vessel is in port and it is possible for an appropriate staff member of the personnel department to make a visit to the ship, this should be done, to provide crew members with the opportunity to meet and discuss matters of mutual interest in private and/or at open meetings.

THE PEOPLE IN TRANSPORT INDUSTRY

Although the industry contains every possible shape and size of organization, there are basic principles and features common to all.

Maximum job flexibility is likely to occur in smallest firm. Individuals owing one truck, ship or coach normally drive it, but are also their own salesmen, they have no need for supervisors or personnel managers, they may well do their own routine servicing and basic bookkeeping will be handled personally or by a spouse.

As the firm expands more specialisation is justifiable and necessary No two companies are the same (*and some change their structure regularly*), but some standard functional tasks can be identified and shown in an organization chart

A company would be unlikely to grow beyond this level on a single site As business has become more competitive., companies have seen the importance of decentralizing management as much as possible, so that quick decisions can be made on the spot.

To illustrate this more, we can take the road transport as on the following example, as seen in figure (A), the organisation chart for a company operating 100 vehicles.

One function missing from the above figure, is that of personnel This reflects the reality of much of the industry, where personnel issues are viewed as either not important or inseparable from the central operating functions, certainly the duties of an operating manager or equivalent normally include industrial relations issues. Depot managers are normally responsible for their own (*hiring and firing*), together with local industrial relations issues, and given the large number of people for and to whom they are responsible, and personnel issues can take up the majority of their time. However, once a company is large enough to have a number of depots it is likely to need someone senior at headquarters to

decide policy and ensure consistency in personnel matters, and this may be combined with a centralized training programme and perhaps "*quality*" matters *(although it can be argued that there are equally asales or communication matter)*.

Where a company's operation is scattered it is also probably uneconomic to bring vehicles into a central workshop for maintenance (*unless it can be incorporated into planned operation*), therefore local managers will also oversee the maintenance of their fleet.

A decentralised organisation chart emphasising line rather than functional management is shown in figure (B).

Reference was made earlier to road transport organisation charts normally resembling a flat pyramid. The diagrams above in fact understate the flatness of the pyramid, because the ratio of drivers to supervisors (*and possibly supervisors to managers*) is likely to be much greater than shown here.

Example:

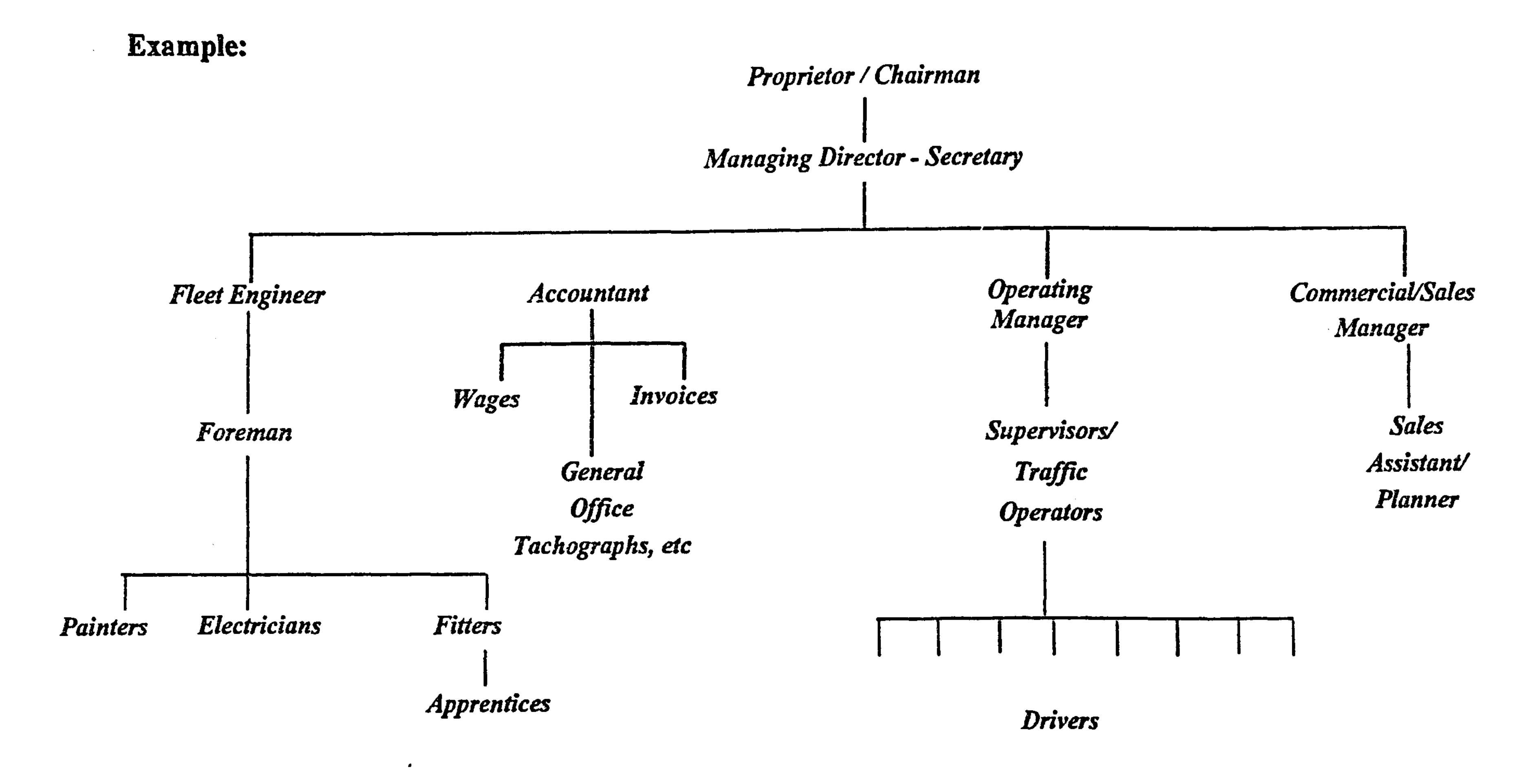


Figure (A): *To illustrate this more, we can take the road transport as on this example*

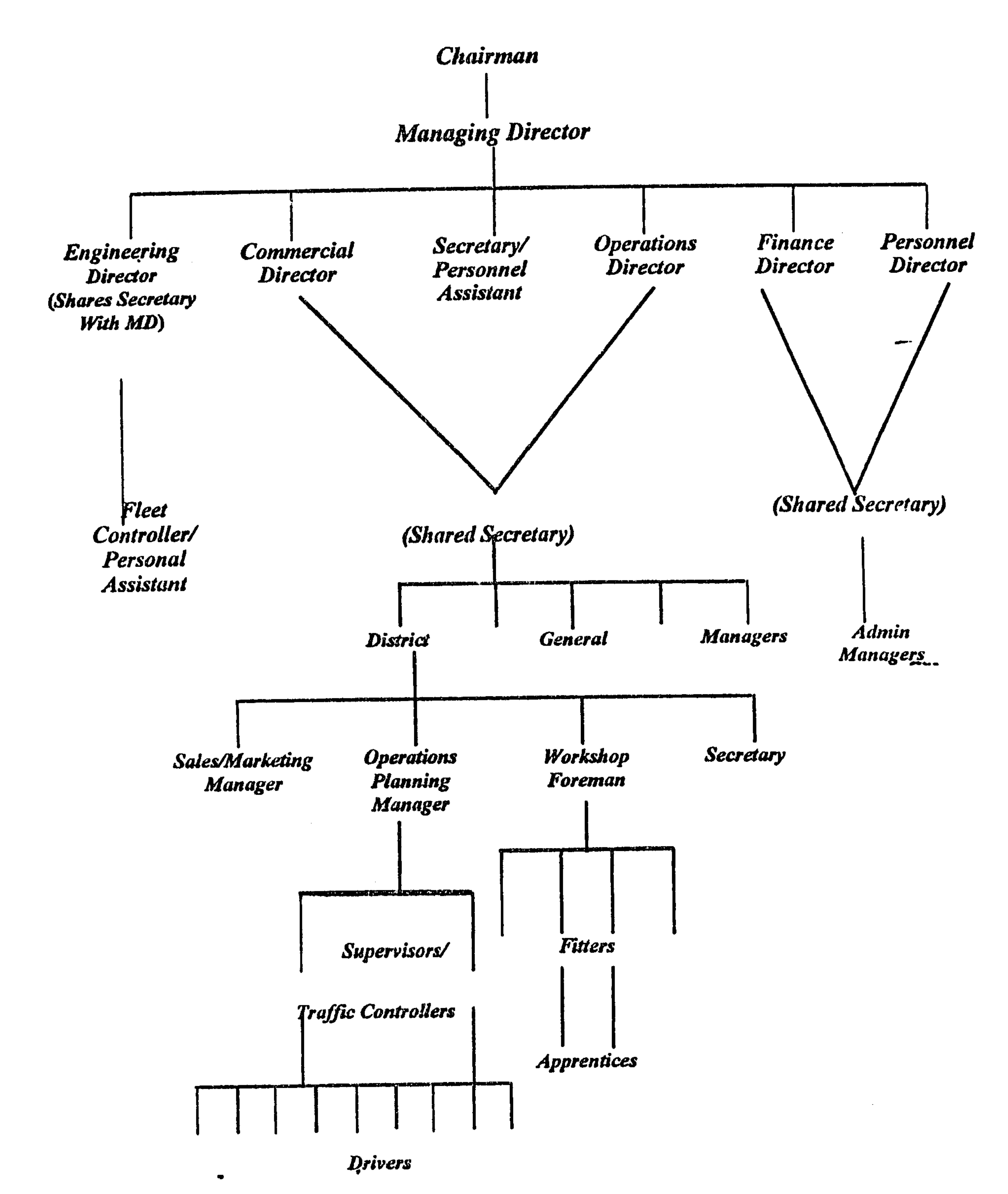


Figure (B): *A decentralized organisation charts emphasising liner rather than functional management is shown in this figure*

Group study

ORGANIZATION OF PERSONNEL DEPARTMENT

(a) Discuss how the officials have met the needs of maritime personnel to man ships in respect of:

- Education to officer level.
- Education to a lower level.

(b) Working areas normally of current interest for the personnel department have been presented. Discuss the importance of the areas presented and add others if desirable.



Chapter Two:

GENERAL ASPECTS OF HUMAN RELATIONSHIPS

Chapter II

GENERAL ASPECTS OF UMAN RELATIONSHIPS

Human relationships have existed since early (***primitive***) man began to congregate in groups, initially for reasons of self-preservation from attach by animals or other humans but subsequently because of a desire for social reasons, such as food gathering, companionship, etc.

The formation of such groups progressed and developed into a more structured society whose members lived closely together because of a commonality of cultural attitudes and beliefs in social, religious and political aspects and the desire to live and work within a framework of "***rule of law***".

The social systems that have developed in the course of history may differ considerably, depending on culture and environment, but are now generally felt to require an organized structure based on a democratic self-governing philosophy which respects human dignity and accepts that human relationships are an important factor that must be taken into account when human beings form groups for living and working together.

Groups of people eventually evolved and developed into nations possessing a unique behaviour pattern within their own individual systems which derives from their own cultural background, representing an amalgam of beliefs, practices and knowledge which has accrued over many centuries. Within their own culture, people generally live in reasonable harmony and equilibrium. Changes, if they occur, would normally take place over long periods of time, and such gradual changes would not present too much difficulty to the people concerned.

However, if changes in culture are abrupt and sudden they will produce a trauma termed "***culture shock***", which can result in much dichotomy and unhappiness among the people evolved.

Forming groups of people from different cultural background who are then expected to live and work in close contact can also produce comparable traumas unless effective preparation has been carried out to prepare the people concerned for their new multicultural lifestyle.

The "*industrial revolution*" which commenced and developed in the eighteenth and nineteenth centuries in Britain brought about large changes in the way society lived and worked. People who had lived for centuries in a largely agricultural environment, mainly in small hamlets and villages, began to move to those areas where industry was being developed and obtained employment at higher wages. Towns and cities began to form and advances in science and engineering allowed industry to develop at an ever-increasing rate. Social changes were immense and brought education and medical and transport facilities to the masses. Laws relating to employment were enacted for the protection of workers and trade unions and employee associations developed to negotiate on the behalf of employees with employers.

The effect of trade unions in generally improving working conditions has been immense, and this has led to human dignity becoming a prime consideration in any negotiations.

Each human being is a unique individual ad, normally, no two people are exactly a like physically and mentally (*discounting multiple births such as twins*). The nature of a human being is often considered to be an inborn characteristic, dependent to a large extent on biological make-up and inheritance, but also greatly influenced by the environmental and cultural background into which the human being is born and raised to be an adult, which will eventually be tempered by knowledge and experience.

Human nature reveals itself as a state of mind and as feelings which are often expressed in some or all of actions, words (*oratory*), literature (*writing*), pictures, music, etc., and which is often identified to be of a particular kind, through emotion, habit, learning, memory, sentiment, intelligence, etc. Human nature will tend to govern the manner in which people react to one another in particular situations. Such reaction will usually be different between people from the same culture from that between people from different cultures.

To function cohesively and effectively, a group must operate within a properly constructed framework of direction and control which is acceptable and agreed to by all members. The way in which people react to situations and behave when under in posed constrains (***such as rules and regulations***) is not easy to predict or to understand, particularly when the impact of technology, and the rate at which it advances, is imposed on too cultural factors involving social, religious and political feelings and beliefs.

A modern merchant ship, with a multinational crew, presents a situation in which difficulties and problems will arise stemming from the way in which the ship must operate with a group of people from different cultural backgrounds, with a high probably of communication problems involving language being present.

It should be remembered that it is a "*whole person*" who is employed, not one with certain separate, but desirable, characteristics. When dealing with personnel, the whole person must be taken into account and an attempt made to develop a better person through growth and fulfillment. Motivation should be encouraged by demonstrating how, by following specified courses and by certain actions, a person's sense of fulfillment can be increased.

"*Role*" can be defined as "*a pattern of actions expected of a person in activities involving others*". It reflects a person's in the social system, with its associated rights, obligations, power and responsibilities.

"*Role* conflict " can be defined as "*others having a different perception or expectation of a person's role*". Role conflict is a fairly common problem where large groups live and work in close proximity.

"*Status*" can be regarded as the social rank of a person within a group, and represents the recognition, honour and acceptance given to a person by the other members of the group.

Loss of status is akin to "*losing face*", and for many people represents a serious event. In order to protect status, many people develop a high sense of responsibility.

Higher status provides:

- Power and influence.
- More privileges
- Larger participation in group activities.
- Greater interaction with other persons in the group.
- The opportunity to have a more important and responsible role.

Lower status often means that people feel isolated from mainstream activities and there is a tendency to show symptoms of stress.

HUMAN RELATIONS

If we talk about human relations, we have to look to the environment or context in which group behaviour takes place. This context can be seen from two principal perspectives-the physical and the social.

The physical aspects of environment are important, because they can permit proximity or isolation between people. The closer people are physically, the greater the interaction between the group members. Conversely, relative isolation acts as barrier to interaction. Hence the efforts of head office manager to hold regular meeting with off-site personnel (sales staff, site personnel officers, etc). Sometimes physical surroundings are changed deliberately to emphasise a change in approach, for example, when a director decides to hold a forward planning meeting at a country house instead of at head office. The implication being that this will be an occasion for less formality and urgency, but with more time spent on creativity and reflection.

The social environment is even more influential than physical, for we concerned with the very culture or lifestyle, of the organisation and its constituent groups.



Chapter Three:

HUMAN RELATIONSHIP IN TRANSPORT SOCIETY

A shore-based industry probably works to a number of constraints, either because of national or state legislation or because of local agreements with trade unions or worker associations. Examples are minimum wage agreements, limits on hours or days worked, etc. Most of the constraints are designed to benefit the employee, and have very often been arrived at after many years of industrial strife.

Ships are operational for 24 hours in each day, and the crew must be organized in a regulated shift system for the whole 24 hours while the ship is in operational service.

A prime objective for any management is to develop and maintain a profitable enterprise, and the management must function effectively in the areas of:

- Planning.
- Control.
- Organization.
- Decision-making.

It must also operate with a high degree of responsibility and flexibility, with an appropriate use of delegation.

Some of the constraints that can effect a management organization can arise from:

- Legal requirements
- Ethical practices.
- Economic factors.
- Self-imposed inhibitions (*from company policy*).
- Feelings of responsibility.

The vital parts of a ship organization involve:

- Flow of communication.
- Information
- Decisions.
- Advice.

The flow of communication depends on the type of organization, the two principal types being centralized or decentralized. Centralized organization is linked to work done and instructions, whereas the decentralized type is linked to advice and information.

??nctional organization is in effect a line organization in which a direct "*chain of command*" operates to pass information, commands and instructions to appropriate personnel, Generally, an individual employee reports to one supervisor and has a limited well-defined responsibility.

A matrix organization means that employees may report to one or more supervisors and be involved in more than one area of responsibility. It is often used when it is necessary to concentrate on one specific project.

The personnel on the ship must be organized to operate the ship effectively and safely, the more important organizations being:

- Watches (or shifts) for sea and harbour.
- Cargo operations.
- Maintenance of machinery and equipment.
- Arrival and departure.
- Anchorage
- Safety
  - Fire patrol.
  - Fire fighting.
  - Personnel survival.

Communication is of paramount importance in any organization, and this is particularity so aboard ship, where there are so many hazards.

Many problems will arise when a ship has a multinational crew in which there may be a variety of cultures and languages; however, inmost cases a commonsense approach. With free discussion of any controversial issues, will usually provide a solution.

It is vital, therefore, that ship's personnel are well prepared for the routines and duties aboard ship and that they understand the importance of communication when living and working together in close contact aboard ship. Short specialized courses could be of value here, and many shore establishments do provide these; meetings, in the form of discussions, tasks and "*workshops*", are also often available for ship's personnel.

Every effort must be made to ensure that all personnel can communicate effectively, particularly with respect to the operation to the operation of the ship and to compliance with safety and anti-pollution measures.

Communication must also be effective in carrying out the duties and responsibilities connected with each aboard ship and will be crucial in ensuring those safety aspects, such as fire fighting and personal survival can be properly developed and carried out.

CONCLUDING CASES

ATTITUDES AT GENERAL MOTORS

Attitudes play a major role in all organizations. And at few places are they more critical today than at General Motors. (G.M) is going through the painful process of closing plants and terminating through the painful process of closing plants and terminating thousands of workers. The attitude of those workers, combined with those of managers involved in making critical decisions, are key to the potential success of GMs efforts.

Two plants in particular provide a marked contrast in workers' attitudes at GM. Workers at each plant know that they are working at a plant that may be closed and that they are fighting or for job survival. One plant is the GM facility in Orion Township, in Michigan, Orion is one of GMs newest plants, built in the late 1980s. Most workers at Orion were transferred to the plant when older plants were shut down.

Orion workers take a very adverbial posture toward GM. Most are long-time members of the United Auto Workers, or UNW. Moreover, because they are primarily from Michigan and grew up in the auto industry, they are accustomed to the relatively high wages and benefits paid to UAW members.

The UAW leadership at Orion wants as little as possible to do with employee involvement. Some of the union leaders believe that product quality is something should not concern them. They feel that their workers should follow orders but do nothing more, and that it's management's job to worry about quality and improvement.

There is also considerable hostility among the workers themselves at Orion. Fights are common, for example, and police investigations are routine. Company data suggests that Orion ranks twenty-second among GM's twenty-eight plants in terms of productivity and a recent spot check found unacceptable defects in eighty-eight of one hundred cars.

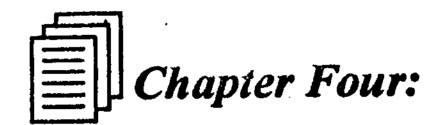
The GM factory in Oklahoma City provides a sharp contract to Orion. Most workers at this plant are in their first UA-represented job. The wages and benefits they receive. While comparable to those in other auto plants, are somewhat higher than those of other Oklahoma workers in the manufacturing sector

When the Oklahoma City workers realized that their jobs were endangered, they rallied behind management to help improve productivity and quality at the plant. For example, they have willingly adopted several popular Japanese management techniques, such as just-in-time and employee involvement. These and other changes have helped make the Oklahoma City plant one of the most productive facilities owned by GM.

Many of the workers there eagerly volunteer for the plant's various training programs. Between fifty and one hundred employees per day receive training in everything from equipment operation to computer manufacturing to preparation for high school equivalency tests. In contrast to most GM facilities, the training at Oklahoma City is provided by union members rather than by management.

Discussion Questions

1. Speculate about how attitudes were formed at these two GM plants.
2. What other individual and interpersonal processes are illustrated in this case?
3. If GM choose to close one of these plants, which do you think it will be?



Chapter Four:

SOCIAL WORK ENVIRONMENT

Chapter IV

SOCIAL WORK ENVIRONMENT

The need to avoid conflict between employer and employee should have the highest priority, and to this end there should be a properly negotiated agreement which is clearly and exolicity documented on all maters connected with the social and work environment. Seafarers work within the conditions stipulated in their Maritime Articles of agreement.

An example of where it is imperative to have agreement is in the area of the contract of an employee. Such situations are not simple and clear-cut: the matter could be concerned with four basic situations:

- One-the-job.
- Off-the-job.
- Job-related

The seriousness with which the matter is to be viewed can have a whole range of values from very high to very low, and there need to be some guidelines, which will allow matter to be settled fairly and without rancor. This aspect is sometimes referred to as "*legitimacy of interest*".

Properly negotiated agreements will ensure a measure of satisfaction on both sides because power will not be tipped too heavily against one party- a power balance being the goal to be aimed at. The ILO Conventions of 1926 (Nos. 22 and 28) and 1976 (No. 147) are examples.

An employee's right to privacy is important and the majority of organizations will have policy guidelines on the sensitive issue as a result of negotiations. In many countries some measure of individual and personal privacy is provided by legislation, but this may not be so in some cases; therefore a negotiated policy shown that social, religious or political activities were impinging in some way on employment and possibly to the detriment of the employer.

In most cases today a formal contract is used which will specify what the employer will provide and carry out in return for the employee's commitment to the service of the company in a specified role carrying out specified duties and tasks.

Personnel, in turn, will have a duty to protect the interests of the employer as far as they are able to, providing that, in doing so, no national or international requirement is infringed. All actions must be within the bounds of the law, and as far as possible employees should not be required to make moral judgements.

Some examples of privacy rights are:

- Information — Only information that is relevant should be provided and stored, with periodic review to remove obsolete data.
- Personal data — No personal data should be stored which is unknown to personnel.
- Access — Personnel should have access to their own personal records.
- Confidentiality — No personal information should be disclosed to a third party without the prior consent of the employee.
- Security — All personal information should be maintained secure against unauthorized access.
- Surveillance — No surveillance system (*audio or visual*) should be used of which personnel are unaware.

Actions, which may invade privacy usually, relate to private life or to the unauthorized release of information, and such activities would include:

- Personal data complied by an organization (*employer or other body*).
- Confidential service, medical or other records which is secret.
- Investigations of personnel for purpose of appraisal.

- Treatment for alcohol or drug abuse.
- Searches of cabins, etc. for contraband or drugs, etc.

Alcohol is used by many people during social occasions to help them relax and have an enjoyable time; the same cannot be said of drugs. Immoderate use of alcohol, particularly if it makes it unpleasant for others, can be termed abuse.

Alcohol and drug abuse is found all walks of life and spans all age groups and classes of society.

Contributing factors to alcoholism include:

- Job environment.
- Personal habits.
- Personal problems.

Alcoholism should be treated as an illness and medical treatment should be sought. Once the illness has bee identified the seafarer should seek medical treatment ashore to alleviate or correct any physical problems, and help should be sought through counseling and/or support bodies Medical Guide for Ships (WHO) contains information and advise on how to deal with alcohol and drug abuse.

The drugs mainly are marijuana, heroin and cocaine, in one form or another. Prolonged use of tranquilizers, etc. without medical supervision is probably one contributing factor to addition; other factors are the same as listed for alcoholism. Treatment is a form of programme similar to that used for alcoholism, although the traumas related to cessation are more severe than for alcohol, particularly for the hard drugs.

The main consequence of these abuses for seafarers is the hazard presented to the safe operation of the ship and the safety of other crewmembers. In a job situation, alcohol and drug abuse can be disastrous.

In most organizations a system of assessment and reporting is used to monitor the performance of employees which would be an important indicator as to continued employment or advancement.

There are two main types of discipline:

- Preventive discipline — This encourages employees to keep within the agreed rules and thus avoid infringement.
- Corrective discipline — This is action which follows an infringement and which, it is hoped, will deter further infringement.

Disciplinary rules and standards have to be observed and kept to, and penalties may be applied when these are infringed. Depending on the seriousness of the offence counseling may be used initially, but further breaches involving conduct and / or duty may incur penalties such as:

- Monetary sanction.
- Suspension from duty.
- Transfer, probably to a less responsible position.
- Dismissal from service.

Monetary sanction is dependent on legal aspects and in many cases only involves withholding bonuses or other voluntary payments.

Whatever the nature of the infringement, a written record should be made and retained of any interview or action, with the signature of the employee that he has read and noted and understood the written record. Such record should also be countersigned and dated by the interviewer and his superior.

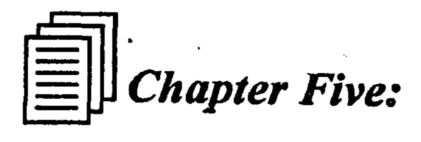
The Purpose of discipline is to assess and identify cases where personnel have not achieved the prescribed standard of service in their duties and responsibilities or have had some lapse of conduct. The aim should be to try and restore the situation-not to make it worse. Private of conduct. The discussions and interviews should be used to try and identify what has happened and why? Attempts should be made to correct any gaps in knowledge and understanding in case this is the reason behind the infringement or failure.

However, there should be limits clearly defined, in for example, a *"Code of practice"*, related to behaviour and performance which must be promptly checked and investigated and a report complied concerning it. All personnel should be fully aware of what is expected of them and what penalties will be imposed for breaches of regulations or failures in duty and responsibility.

The employment relationship is two-way in that:

- The organization has responsibilities to personnel.
- The personnel have responsibilities to the organization..

For the association between employer and employee to work harmoniously and to the benefit of both parties, it is vital that each party recognize its own responsibilities and duties and makes every effort to hour them.



Chapter Five:

COMMUNICATION

Chapter V

COMMUNICATION

Communication is vital in the transfer of knowledge and understanding and is an essential requirement in ensuring that an organization is effective and efficient in its operational procedures.

In its simplest form, communication consists of a verbal transfer of information between a sender and a recipient, but it can be more complex and involve more persons and/or other modes of transfer. Some basic modes are:

- One-way (*person to person*).
- Two-way (*group involvement*).

Modes of transfer may be:

- Verbal (*speech, talks, lectures, conversation*).
- Written (*papers, books, magazines*).
- Visual (*pictures, slides, videos, and films*).

A communication barrier is an interference which has a limiting effect on the transfer knowledge, which in turn frustrates understanding and receipt of knowledge.

- Personal
- Semantic.
- Physical.

And the reasons why such barriers arise can be listed as:

- Organizational;
- Bad communication channels.
- Differences in status of communicators.
- Language.
- Personal conflicts.

- Misunderstanding.
- Personal feelings.

A simple test to illustrate a communication barrier is where a message is passed verbally from one person to another in a group and a comparison made between the actual message delivered by the first person (*by whispering*) and the message as received by the last person in the chain.

An important contribution to effective communication between the shipping company and its personnel aboard sip is through face contact, when issues of importance to either party can be raised and discussed. In most cases this will take place when a company representative visits the ship while it is in port, and such meeting tend to be short and very often informal rather than formal.

When the ship is in port, and probably working cargo, there may be difficulties in getting all personnel together at one time for a meeting. Some personnel may be absent from the ship on leave or for other reasons. Even so, it is useful to endeavour to get as much communication as possible between company representatives and crew whenever the opportunity presents itself; in order for meetings to be worthwhile, some basic principles should be kept in mind.

It is essential, for any meeting to be effective and to achieve its objectives, that proper reparation is made prior to the meeting. Some preparatory conside-rations are:

- Collect all relevant information and facts which it is wished to raise during the meeting.
- Investigate suitable times and venues-and double check that all the participants can attend.
- Matters which are important or which are controversial and may require discussion should be set out in print as a position paper and circulated to all participants' priors the meeting.

Depending on what is to be raised during a meeting, it is important that the atmosphere during the meeting is in accord with the topics which are to be raised and discussed; there are whole range of attitudes and atmospheres between strictly formal and very informal, and effort must be made to strike the right feeling amongst the participants.

In most meetings it is essential to use an agenda (*or list*) of the items and topics which are be raised and discussed; except in those meetings which are extremely informal, there should be someone to take notes. A true account of the business of the meeting is vital it:

- A record is required for future use and action.
- It is wished to ensure clarity and accountability.
- A considered communication is to be made.
- It is required to analyse something and to compile statistics.
- An understanding is to be confirmed.

In most meetings it is necessary to have a chairman, to direct and control the business of the meeting; the chairman should, as far as possible, be impartial in attitude to the matters under discussion, although at the end of each discussion he will be required to sum up the pros and cons and suggest a possible outcome or decision for the meeting to consider.

During the meeting the chairman should ensure that;

- Presentation and discussion are restricted to those items and topics on the agenda.
- The participants are attentive to the matter under discussion.
- The time allocated for each item is sufficient to ensure that there is adequate discussion, allowing all points of view to be presented.
- The time allowed for the meeting as a hole is not seriously under or over the estimate.

Some further general observations on meetings are:

- Listen, and have an understanding of what is being presented.
- Have patience.
- Keep cool.
- Never become aggressive.

- Present a view or an argument in an ordered, structured manner with carefully chosen words and use logical reasoning.
- Identify clearly those aspects which can be considered important or possess priority.
- When presenting a view or argument it should have been analysed, an possible outcomes should be properly though through

Although a meeting on board ship would tend to be informal in most cases, it would arise from a visit to the ship by a company representative. The matters raised and discussed during such a visit could cover a wide range of topics of importance or interest to personnel and would not necessary be confined to operational aspects.

In most cases the master of the vessel will provide the link between the company and the ship's personnel, or, depending on the matters to be dealt with, an appropriate senior officer to whom the master has delegated the responsibility.

An agenda or such meetings could deal with matters related to company policy and activities in addition to operational aspects and personnel welfare.

Agenda items could relate to:

a) Future company policy

(b) Improving operational safety.

(c) Matters related to pay, leave, etc.

(d) Introduction of stricter requirements to prevent pollution.

The visit of the company representative could involve a number of short meetings with appropriate personnel rather than one formal large meeting involving the whole crew. Trainees should draw on their own experiences to investigate how such aspects could be improved.

COMMUNICATION

Traditionally, the transport industry has appointed junior managers from the ranks of drivers, warehouse men and administrators because they are Considered to have achieved a mastery of the technical aspects of the job and are Seen to be good prospects, particularly, if they show a degree of assertiveness and natural communication skills. To reach a more senior management position or develop transferable skill which help in changing from job to job, a manager must be able to get other people to listen face-to-face, in meetings, on the telephone or in front of audiences.

There must be a Facility to receive Communication from other people by listening skill fully, getting people to relax and open up, spotting and eliminating misunderstanding and reading body language.

Every body, whatever their starting level, has an interest improving communication skills throughout their working life.

The areas of communication which most managers need to work on to more from their natural level to a level of more professional achievement, which becomes their new natural level are:

(a) One-to-one communication.

(b) Listening.

(c) Writing.

(d) Meetings.

There are referred to in the sections that follow.

B.1. Deliberate listening:

- The Stating Point for Developing Good Working Relationships is Listening.
- Communicating power that is not possible for someone who is only thinking about what they are going to say next.

- For a manager good listening is a matter of survival. It is difficult because there is so much background noise and because of poor quality communication most people have learned not to listen.

B.2. Choosing the best place:

It is more difficult to create an informal situation where people can open up readily in the work place. For example if drivers and warehousemen are interviewed in an office from behind a large desk they may be affected by nervousness and may find it hard to listen and communicate in those circumstances. For many workers in the transport industry, walking and talking or a discussion in the canteen or in the car park is likely to prove mo??? Honest, candidate revealing than on cross-the-desk interview.

B.3. Listening to bad news:

The transport industry is fast moving and flexible, despite a constant quest for excellence. Things often go wrong at inconvenient times. Bad news goes against the wishes or assumptions of the listener, who may unconsciously Turn it out en??ely. For instance, a traffic manager could sell a customer. "*we'll have that order with you by Wednesday if we have the items in stock*". Because the customer wants the delivery he or she hears only the first part of the statement and makes plans accordingly. When the delivery is late because part of the order was not available those involved belatedly try to remember everything said. The consequences of flittering are more obvious and costly in the transport industry than they are in other surprise and declines of communication need to be accordingly tighter.

Asking questions is the best technique for active listening and is particularly affective with people who tend to resemble or who are sky or hardou????.

B.4. Lock and Listen:

Research shows that 90% or more of a speakers message is communicated non-verbally through tone of voice and body language.

C.1. Writing slides:

From listening and questioning it is a short step to making notes

How to make notes? by selective using key words, phrases and statistic.

Powerful writing ?press people, open doors, and creates opportunities The discipline of thinking through what needs to be said and organising it also aids the author: Business writing is simple writing but good writing.

Example writing a C.V.

C.2. Making is the point:

Business writing conveys facts and information, confirms agreements make requests, etc..

So make a meaningful heading and make the main point secondary points may follow.

D. Meetings:

The higher up the management ladder the greater the % ... of time spent in meeting. It could reach to 70% in the higher and middle management.

There are five basic purposes for a meeting:

1. To collect information.
2. To solve problems.
3. To plan.
4. To brainstorm.
5. To motivate.

D.1. Motivation:

Manager often ask how to motivate people, this can be done through communications and productive meetings.

When trying to answer questions about motivating others, managers and supervisors should begin by asking how they motivate themselves.

Here are some of the answers regularly given to that question by managers seeking jobs in transport and distribution.

- Being part of a team.
- Knowing what we are trying to achieve.
- Understanding what my part is.
- Being capable of delivering a good result.
- Achievable objectives.
- Recognition from myself, my colleagues, my boss and 1 customers.
- Sharing success.

Taking Charge

The management group closest to the work force is supervision who needs to understand the reciprocal relationship with the people supervised. Good supervisors, give direction, help people find their capacities and support them in performing at higher levels

Can Any Body Lead?

The key for the supervisor is to be able to give the team simple visions and goals, which are appealing and memorable.



Chapter Six:

TRAINING

Chapter VI

TRAINING

Training can be defined as a learning process, which develops or enhances a practical skill to a specified standard of proficiency by means of systematic instruction and practice.

Education is often defined as a learning process which develops intellectual and mental powers of reasoning to a specified level (or standard) by means of teaching and studying.

Teaching and instruction basically mean the same thing and are the means by which the learning processes is accomplished. At a basic level the learning process can often be clearly se?n as either training or education, but at more advanced levels the distribution becomes ????od and very often one may be necessary to accomplish the other.

The learning process, whether it be teaching or instruction, involves a give and a receiver. What is transferred between giver and receiver is knowledge and understanding. The transfer, if it is efficient and effective, should enable the receiver (i.e. *the t'ainee*) to demonstrate, by behaviour or by showing a better understanding, that the transfer has been successful.

Over the past two decades teaching and instruction have been developed into really efficient tools for the transfer of knowledge and understanding by the technique of breaking down what is to learned into small elements or steps; because an objective is immediately attainable and can be tested, the information to be transferred has been structured into a "*learning objective*".

Most education and training programmes are now structured in this form. The programme can be broken down into as many element if knowledge and understanding have been transferred.

The programme can be structured son that only the information or skill that is need involved. This limits the material to just, that which is necessary. Also, as testing is by means of responses related to the learning objectives, deficiencies can quickly be identified and remedial work put in hand.

Learning curve are graphs of the material (*or percentage of material*) that has been learned plotted to a base of the time taken to accomplish it.

Job-related leaning curves are similar and show the cumulative changes in criteria that occur over time. An example is shown in Figure 5-1.

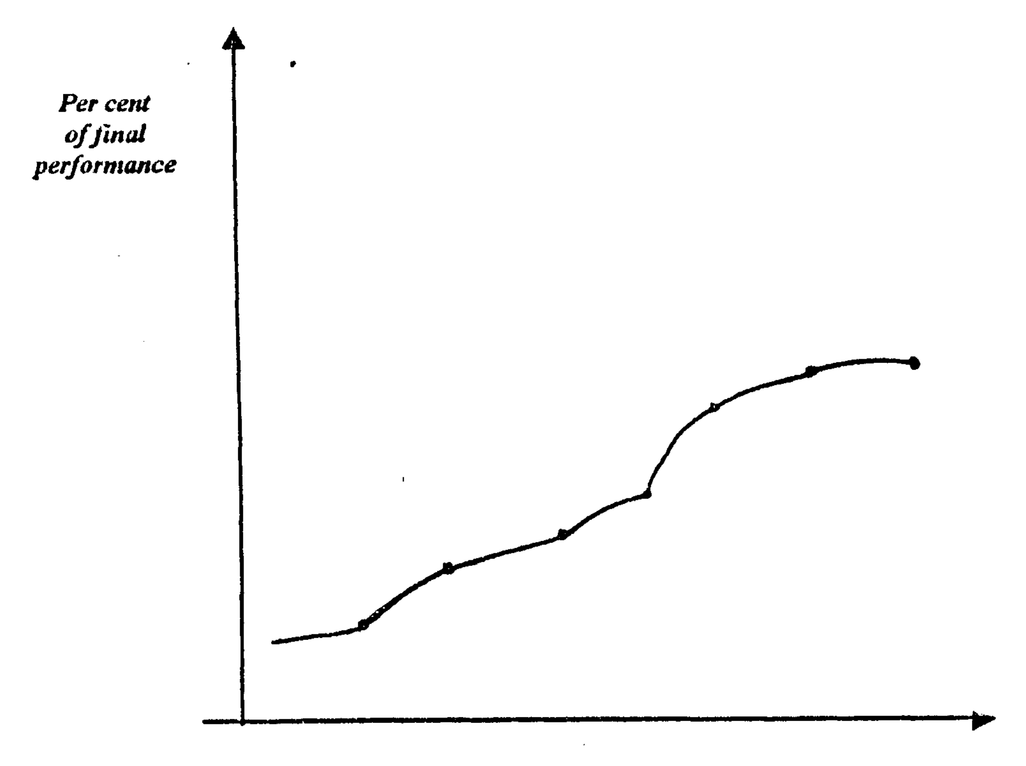


Figure (5-1): *A job-related learning curve.*

The following points constitute useful criteria in the development of training programmes:

- Break the programme down into small steps or elements.
- Define elements or steps in terms of outcome in behavioural terms.
- The learner must emit responses or otherwise engage in the learning sequence .

- Reinforcement of the required responses must be provided.
- Cues can be used in instruction to obtain the desired responses.
- The concept of "*shaping*" can be used to ensure that reinforcement provides the desired effect.

To determine training needs there should be an examination of the aims and resources of the organization related to the environment in whi... a operate. Such examination will ensure that the training programme will meet the needs of the organization and that it is matched to organizational reality.

Important questions that need an answer are:

- Where is training needed?
- Who is going to learn what?
- Where in the organization will train be applied?

When developing a job-training programme two be???trements are job analysis and task analysis, and three methods used in this are:

- Stimulus-response feedback analysis.
- Task-sequence analysis.
- Work sampling.

Person analysis is often lead to identify the specific training needs of an individual already employed in a job training needs can be analysed for groups or individuals as necessary.

The training objectives that will be used in the programme will be determined from:

- Organizational analysis.
- Job an task analysis.
- Training analysis.

Including the specific learning objectives that will form the various sequential steps in the ?otual trainees, such as:

- Lectures
- Conferences.
- Audio-visual aids.
- Simulation.
- Laboratories.
- Workshops.

- Evaluation of the effectiveness of the training programme can be carried out in a number of ways such as:

Opinion criteria	Favorable opinions from the trainees do not necessarily confirm that learning has been achieved.
Learning criteria	The use of tests will provide this, but they must be property designed to achieve what is intended..
behaviour criteria	Measured by on-the-performance.
Result criteria	Determined in terms of cost-resulted results.

On-board training can be carried out but it is limited in many respects by the operational demands of the ship and the ability of the persons who are expected to provide instruction and assistance in the training programme. It would certainly need the support of the company and of the senior officers of the ship and probably assistance form an external body, such as a college or other seafaring body.

It is certainly desirable to do some on-board in training in respect of safety aspects such as fire fighting and personal survival so that crew members know what is expected of them and the type and range of equipment available. It should be possible to accomplish this during drill periods. Other training may be possible on equipment or machinery.

Certain training, e.g. In the fire fighting and personal survival, is a mandatory requirement of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978 (STCW 1978), and, although this would normally be done at a shore establishment which would issue a certificate that is valid for five years, some refresher / updating training service aboard ship would be useful and beneficial.

TRAINING

- The Transport Industry does not have an overall good record for training.
- Investing in human resources is as important for success as investing in vehicles, ship. & Aiorplanes which generally takes a great deal of deliberation. Once having recruited the "right staff: further investment is needed in training. Trained people add value and become winners. An untrained team is depreciating and reseding to inappropriate skills and values.
- When new wave logistics, a subsiding of the Japanese NKY shipping line get up a land distribution operation in the UK in 1991, the first task, before the first contact was secured, was to install best-company practice. It set up employment and induction procedures and prepared pre-start-up training manuals before it employed a single full-time operator.

TRAINING CASE STUIDY

-Trans Euro World Movers was established in 1974 as a specialist in the field of international removals, and having grown rapidly now has a ??ad position in serving major commercial and industrial clients and movement departments. Having, expanded so fast (*tripling in size between 1986 and 1900*) it needed to develop its management style in under to support the entrepreneurial approach with more disciplined and more devolved controls.

A number of concepts needed to be introduced which were new to most of the management team so TPL was engaged to help develop an appropriate training programme.

The training was based around a series of management workshops which addressed strategy, management by objectives, organisation, effective supervision and appraisal. Starting with sessions at Board level, the workshops were successively held for all the organisation. These were led by TPL but with full participation, inside the workshops and outside, of Trans Euro managers. Considerable use was made of video material as well as a variety of other training methods. Progress was monitored to ensure that action points were dealt with prior to the next workshop. The training was fully integrated with the day-to-day working of the company and all changes took place through the management system.

One of the main aims of the training was to strengthen the middle and senior management of the company, and this has been achieved. Some of the benefits include a reduction in expensive error, improved morale and productivity and a significant increase in gross margins. The company is now in the process of acquiring certification for BSS750.

Trans Euro was one of over 2,000 applications to the prestigious National Training Awards Scheme, where with only 80 other companies they received a commendation for demonstrating the business benefits of properly planned training.

Like many other employers Trans Euro knew what they wanted from the outset and had decided more or less where they wanted the emphasis of training o be applied.

A reorganisation and appointment of new board members opened up the way for training needs analysis to assess individual needs and ensure they were taken into account, as well as the cooperate requirements in the training plan.

Significantly, and unusually, the Chief Executive and the whole board submitted themselves to training first. A courageous decision, but on which paid dividends, as the training was able to speed up integration of the new board members and achieve greater depth of commitment solving problems and helping each other with common objectives.

Transition of the training to next levels of management went far more smoothly than if the directors had excluded themselves from the process.

 *Chapter Seven:*

RECRUITMENT

Chapter VII

RECRUITMENT

It is the aim of any manager when recruiting personnel to obtain the highest caliber person with the right ability and motivation in regard to a career with the company.

The general philosophy and policy regarding recruitment are normally a company board decision, and they are developed by the presentation of detailed information (*statistics, etc.*) by the Personnel Director to the board (*if the company is not enough for a full-time Personnel Director, one of the board Directors would assume that responsibility in addition to other duties and responsibilities*). The personnel department (*sea staff*) would put into effect the board's policy decisions.

Important factors concerned with the manning of ships were briefly mentioned in chapter 1, and these can be summarized as:

- Type and size of vessels operated by the company.
- Mandatory posts required by national and international requirements (legislation's).
- Degree of sophistication of machinery and equipment.
- Operational requirements related to safety and pollution prevention.
- Back-up staff to allow for:
- Leave (all types).
- Retirements.
- Illness.

A careful assessment must be made for each vessel that is to be operated and the total numbers of personnel required for each category of crew member must be determined.

One important consideration when carrying out recruitment is to endeavour to match aspiring candidates to the requirements for the post, and an aid to this endeavour is a job specification.

Job specifications can be as detailed as is desired, but for recruitment purposes this need only be a simple outline and only cover the main tasks and duties related to the post under consideration. When the person has been selected and in post, there may be a much more detailed specification regarding the tasks and duties.

A specification is an important aid in the recruitment process, particularly if the company use an agency.

It is useful for the recruiter to have also a personnel *specification (or person)*. This, again, needed only be brief, but it should be a specification of the kind of person that is thought to be best suited to fill the post, and should identify the knowledge, skill and experience that is considered necessary to fulfil the tasks and duties associated with the cost, and also the education, training and qualifications the person would be expected to have.

Such specifications are extremely useful and important aids to both the candidate and the recruiter and ensure that recruitment is as effective as possible.

All ships over 200 G.T. and all ships with propulsion power over 750 will have certain posts, which are mandatory requirements under national legislation and under the 1973 STCW Convention. Such posts will require approved certificates of competency which take into account initial education and training, passing written and oral examinations, and experience aboard ship in designated posts.

Those companies which set high standards will require a candidate for a post to hold superior certificate of competency, for example the chief mate would hold a master's certificate and a second engineer would hold a chief engineer's certificate, promotion to the higher posts being from the lower ones after certain periods of service with the company.

Generally, in the developed countries (*particularly in Europe*), specialized education facilities for seafarers have developed continuously over the past eighty years, and at the present time entry into such education and training is possible for those young persons leaving the State education system with the appropriate school leaving certificate.

Maritime qualifications have special requirements built into them because they certify specific level of competence, which enables the holder to take up appropriate posts aboard ship. Such qualifications span a much larger knowledge than general qualifications used ashore, and also cover professional aspects involving safety, pollution prevention, fire fighting and medical aid.

One problem in respect of recruitment is that if higher educational facilities are expanded in a country, there are fewer people applying to the shipping industry from the school leaves. Another problem is that shipping has an erratic industrial pattern, with booms and slumps alternating with each other.

RECRUITMENT

There are constant attempts to improve logistics to speed the flow of materials to factories and finished goods to the consumer. Each phase of development towards integrated logistics (*supply chain management has involved large investments in computers, software, more sophisticated materials handling and training*).

All this has inevitably led to a reappraisal of human resource requirements, matching people to the new needs of the business and tuning the team to cope with demands.

As the supply chain become more integrated, it is less able to cope with disruption by increased reliability and greater flexibility in attitudes. This will be a continuing but elusive objective f recruitment, training and planning.

MANAGEMENT STRUCTURE

Layers of Management

Transport industry needs to reduce the number of management layers it is common (*even in quite small companies*) for a structure to have no less than four layers of management. In an example of a small transport concern, there are supervisors, department heads (transport managers), general manager and the managing director.

Companies are realising that the way to improve communication and productivity is to have fewer managers but train them better.

Careers belong to individuals

The average age of all general managers in distribution has been falling steadily since 1980 and is now under 45 (source: TPL Logistics Management-Pay and Policy review club-199` eport). The number of graduates in middle to senior management positions in the transport sector has risen from under 5% in 1979to nearly 30%, although this in no way indicates move to exclude non-graduates completely.

When planning a career in the transport industry it is important to understand that 80% of management jobs are line management, managing people, rather than staff appointments which provide support services like planning.

HOW TO RECUTI?

The recruiting message is simple:

- Use line managers to select.
- Looking for no-non sense traits that will be of use to the company in its plans for the future.
- The best predictor of the future is the past where human behaviour is concerned.

Process:

1. It is vital to start with an agreed job specification against which all candidates can be compared.
2. The screening and interviewing process may involve testing but I t should be organized to take account of the candidates reasonable expectations
3. The decision about who to recruit or promote must be made by the line managers responsible for the results and success of the appointment

RECURITMENT CASE STUDY

?oulton and Paul is a Norwich-based subsidiary of BET plc, which manufactures joinery products. At the time of the study, the three factories at ?owestoft, Malfon and Melton Mowbary were responsible for their own distribution to customers. The main distribution centre at Lutterworth ????dl the 42 sales centers, which sell joinery products to the building trade, same under the responsibility of the sales director. There was also a fleet of some 60-distribution vehicles plus some sub-contracted transport.

The personnel director, David Ramsay, outlined the Board's thinking thus. "we realised that we were probably overstocked at our sales outlets, the distribution centre and the factories and, although we have well-developed information technology, we weren't convinced that it was the most efficient technology for us". Adds Ramsay, "It became obvious that we needed a distribution professional o do a thorough assessment of our whole operation to see here we could save money, time and effort".

Once the Board arrived at that decision it wanted someone fast. Commented Ramsay, "TPL were recommended as having access to the right people and they worked quickly to produce a short list which we refined to two, but then found it difficult to be sure about the final decision. The candidates were both capable but different in style and presentation. We wanted to be sure, so we had them tested by a reputable psychometric test consultancy. The result filled out the conclusions we based on a more objective assessment than interviewing can provide. We are confident that the wining candidate will produce what we need. His understanding of our position right from the beginning was very encouraging."

Looking back in this case study it is easy to see why it was successful despite a high specification which narrowed the pool of viable candidates:

(a) The company decisions makers agreed on what they needed in general terms and had produced a job description.

(b) They co-operated with the recruitment consultant in developing the job description into a set of selection criteria, which allowed the initial screening either to match candidates to the specification or reject them on objective grounds. (*This is not only good recruitment practice but also reduced risk of wrongful discrimination*).

The company interviewers used the same selection criteria as a checklist so everybody involved was "singing from the same hymn-sheet".



Chapter Eight:

SERVICES SCHEDULE AND CREW CHANGE

Chapter VIII

SERVICE SCHEDULE AND CREW CHANGE

It is necessary to properly plan service schedules so that the needs and aspiration of both the company and the employee can be satisfied This may not always be possible and some compromise on the part of one or both parties may at times be necessary

The company will wish to ??izo manpower in specific ways in order to carry out the company business in accordance with the policy decisions of its board management. A very crude company objective might be to achieve minimum overheads (*costs*) with maximum income from activities This may maximize a company's profits but it takes no account of the human factor in its operations

In general a shipping company will want to ensure that its ship are available at specific places on time to transport cargo between terminal posts according to contract specifications, keeping in mind the need to

- Have the ship properly manned.
- Maintain the machinery and equipment aboard ship in proper operational condition
- Ensure proper supplies of fuel, stores, etc.

The personnel operating the ship are human being and, although there may be satisfaction in terms of duties and responsibilities in operating the ship safely and efficiently, there will be a desire to maintain reasonable contact with family and friends and also to keep in touch with other matters of a social, political, religious or other nature. However, the ship is a mobile place of employment which tends to make communication and contact somewhat fragile and difficult for the personnel. There will also be a desire on the part of personnel to ensure that their career progress is not frustrated by the need to maintain a vessel itinerary.

"is clear planning is essential to ensure that service schedules are maintained while at the same time ensuring that the needs of ships and personnel are met

Some general objectives to keep in mind when formulating service schedules are:

- Properly qualified personnel should recruit (*held*) by the company and posted to appropriate posts aboard ship as required.
- Maintain a proper balance between periods of duty aboard ship and periods of paid vacation (*leave*), paid study leave should also be allowed for
- Allowance must be made for possible unpaid leave of absence by personnel for matters involving family affairs, education or other matters of a personal nature.
- Crew changes should only normally be carried out in ports which minimize costs.

Crew-exchange systems all have their advantages and disadvantages and each company tends to adopt a system that best suits its company policy operational commitments and economic viability.

The syllabus lists three particular systems, termed one to one (1 1). two to one (2-1) and ten to two (10-2).

In a 1-1 system, two crews are allocated to one vessel; duty periods aboard ship periods of vacation (*paid leave*) off the ship are of equal length Advantages claimed for this system are that it is highly stable, with much of the organization, planning and administration being delegated to the ship. The personnel develop a commitment to one specific vessel

The 2-1 system uses three crews to continuously man two vessels, the duty periods aboard ship being double the length of vacation *(paid leave)* periods of the ship. The rotation of the personnel around the two sips must be staggered by a period equal to the leave period. Each crew serves on each ship in turn, with very little commitment to one specific vessel.

Strict planning and administration is necessary if this exchange system is to work successfully.

The 10-2 system uses ten months' service aboard ship with two months of paid leave from the ship. Vessels using this system tend to be used as deputy ships operating only on short voyages, which allows some flexibility in arranging duty and leave periods amongst the crew

When crew-change schedules are being constructed, personnel service record and history cards/files held by the company for each seaman would provide an important reference in the planning stages. The information contained in the card/file will cover not only professional aspects but also personal facts relating to the seaman and his family.

Information regarding the vessel will also be needed, such as voyage itinerary, out-of-service periods for docking and maintenance, and ports to be used for bunkering and loading stores and supplies.

Decisions will have to be made regarding which ports will be used for crew changes and the mode of travel to be used by personnel.

An analysis will have to be made in respect of costs and an endeavour made to keep them within reasonable bounds, particularly in respect of

- Possible stay in shore accommodation of personnel during change over (*allowing for possible waiting time*).
- Travel costs (particularly if by air).
- Efforts to reduce cots should include the seeking of alternative bids for travel and accommodation linked too maximizing the number of personnel to be exchanged each time. Special rates can usually be negotiated for block bookings at regular intervals, particularly in of-peak periods.
- Care must be taken to ensure that all personnel have been properly briefed and have all the necessary travel documentation, including passports and visas.



Chapter Nine:

WELFARE

Chapter IX

WELFARE

A number of fields of welfare have been listed in the syllabus objectives, and these are briefly expanded.

Welfare and recreation on board:

- Entertainment
  - Films, televise, video, radio.
  - Bar evenings, bingo
- Cultural activities
  - Library, newspapers, periodicals
  - Sightseeing in port.
  - Correspondence courses.
  - Linguaphone courses.
- Personal needs
  - Sundries, slop chest (shop).
- Sports activities
  - Gymnasium facilities (general - exercise).
  - Exercise machines (rowing, bicycle, etc.).
  - Weight-lifting apparatus.
  - Table tennis, deck golf, soccer, darts.
  - Swimming sauna
- Games
  - Draughts. Chess, backgammon, etc.
  - Playing cards.

- Hobbies
  - Photography.
  - Carpentry

Welfare between seaman and family:

- Family visits to ship.
- Telephone communication.
- Free postage (*company paying*)

Welfare between company office and family:

- Company journal provided.
- Small gifts.
- Company presentation meetings.
- Medical assistance.

Welfare between company office and seaman:

- Company journal provided.
- Personal interviews / talks.
- Company visits on board.
- Provision of scholarships.
- Loan facilities.
- Pension facilities / assistance.
- Social gatherings for retired personnel.

External welfare toward seaman:

- Seamen's missions / hostels.
- Welfare offices-counseling facilities.
- Adoption (of ship by schools, etc)..

External welfare toward family:

- Associations for seafarer wives and families ("*mermaid union*").
- Bank services.
- Seamen's missions.

It is useful to compile and list the various welfare elements and facilities that exist and are available in order to identify and gaps that may exist, to monitor how effective the facilities are and to identify what actions are needed to improve them. Seafarer trade unions and many religious and other organization undertake provision for seafarer's welfare and have cilities, residential and other, in the larger sea ports.

1)ITF

1) **What is the ITF**: international Transport Workers Federation.

1- The ITF is an international federation of democratic trade unions of transport workers
2- In march 1990, it had more than 4 million members in 422 trade unions in92 countries, it represents all categories of transport workers indeed the largest of its eight industrial sections is that for railway men
3- the word domcretis is a key one. the ITF's constitution says that membership is open to any organization with members in the transport industry upholding democratic principles and able to operate independent of outside control.

2) what is ITF do?

1- It coordinates solidarity action, represents the interests of unions to international organizations and provides research and information services to unions.
2- It internee directly in industrial relations for ships whose owners have chosen to operate under flags of conveience.
3- The FOC countries do not enforce minimum social standards or trade unions rights for seafarers, if they did, shipowners would soon lose interest in them
4- The result is that most FOC seafarers are not members of trade unions and for those who are the union is almost powerless to influence what goes on board ship.
5- Trade union movement is based on the principle " **unity is strength**"
6- The ITF collective agreement lays down a very detailed st of working conditions standards as well as a wage scale for FOC vesses. also acts as distinctive to shipowners to flag out their ships in the first place.

3) The inspectors:

1- Seafarers who have problems with their wages, their working conditions claims for compensation in case of injury or evn about the way they are treated can get in touch with the ITF where the special seafearers department maintains a permanent staff of people skilled and experienced in dealing with crew problem in London office.

The Activities Of The ILO:

A) Form international polices and programs to help and improve working and living conditions, also to enhance employment opportunities and promote basic human rights .

B)Create international Labour standards .

C)Undertake international technical co-operation .

D) Research and publications activities .

The activities of the organization are based on the following three fundamental organization:

A) The international Labour conference (yearly) .

B) The governing body determinates .

C)The international Labour office is the permanent secretariat of the organization .

The Maritime Activities Of The ILO:

Deal with 4 different industries shipping, fishing, ports and inland waterways transport .

The objective : To enhance social and economic progress in these industries as a whole and particularly for the workers concerned

ILO activities in the shipping industry :

Standard - setting for seafareres

1) General
2) Conditions for admission to employment at sea
3) Certificates of competency
4) Training entry into employment and security of employment
5) General conditions of employment (wages - working hours ....etc)
6) Safety, health and welfare
7) Social security

Co-Operation with other international organization :

International co-operation is essential in the shipping industry. The ILO therefore works closely with other international organizations like IMO, UNCTAD, FAO, and ESCAP, on different aspects of shipping activities.

IMO
International Maritime Organization

The international maritime organization, since coming into existence in 1959, has played an important role in the establishment of:

- OR to get in touch with a local affiliate of the ITF in a port where their vessels is calling
- **" The names and addresses of these affiliate are published in a small booklet called" message to seafarers" "**
- ALSO thee is a good chance that the seafarers will eventually receive a visit by an ITF flag of convience inspected who will try to find out more about the problem and if possible resolve it.

The ITF may only be able to help seafarers who are already members of an ITF affiliate or the ITF special seafarers department

4) The" SSD " special seafarers department

The ITF (SSD) is in constant contract with inspectors, advising them of complaints received, providing them with information and guidance on how to handle difficult cases

5) The ITF seafarers trust:

1- The welfare fund revenue is maintained separately; and can only be used for the activities of the flag of convience seafarers institutions.
2- Increasingly, however, a large proportion of the welfare fund money is being placed into the hands of an independent charity called the "ITF seafarers trust" this charity is established according to U.K legislation and subject to.
3- The aims of seaferers trust are to relive sick f disabled seafarers promote the spiritual and moral welfare of seaferers, to provide or assist in providing facilities serving international ports for recreation or other leisure time occupations for seafarers and to relive seaferers wifes, widows, children and other dependents who are in conditions of need, hardship or distress.

2)The ILO
International Labour Organization

1) Founded in 1919 to bring governments; employers and trade unions together for united action in the cause of social justice and better living conditions everywhere.
2) First specialized agency of the united nations in 1946.
3) The meetings; comities; and conferences are attended not only by government delegates; but also; by delegates representing employees and workers.
4) The number of ILO member states is 150.

1. International standards and guide-lines to improve the safety and protection of the marine environment.
2. Important instruments include the:
   a. International convention for safety of life at sea (SOLAS).
   b. The international convention on standards of training certification and watchkeeping for seafarers, which come into force in 1980
   c The convention on the international regulation for preventing collisions at sea.
   d. The international convention for the prevention of pollution by ships and its protocol.
   e. The international maritime dangerous goods code, which provides information on the hazards of substances and is carried by an estimated 85 % of the world' ships, and other several instruments and guide-lines related to safety.

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